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ATTRITION STUDY  
OF  
JUNIOR OFFICER TRAINEES AND GRADUATES

- How many JOT's have entered the Program?
- Did many drop out during their first two years?
- How many "graduates" are still in the Agency?
- Are any members of the first class of 1951 still here?

25X1A These and a number of other questions about JOT's are answered in the 5 attached Tabs which show accessions from 1951 through 1961 and losses through 1962 of all trainees who entered the Program during each of its first 11 years. The '62 class was not included in the study because some statistics are built on cumulative figures, and these would be distorted by a large number of recent accessions on whom the forces of attrition have not yet done their work. (To keep the record complete, however, [REDACTED] members of the '62 class were still on duty 31 December 1962.)

As interesting as these general questions about JOT's may be, it is decidedly more revealing and perhaps potentially more useful to look behind each answer a bit. For the JOT Program is not composed of a single, homogeneous mass of trainees all of whom behave pretty much alike with respect to attrition. Not at all! Two important groups can be identified as having loss rates quite different from the others. They are the military and female JOT's. Perhaps other distinctions as regards attrition could also be made among JOT groups -- on the basis of age, for example, or previous Agency experience, or entrance grade. But none would stand out so sharply and certainly none would have the high loss rates that these two have.

The title and highlights of each Tab are set forth below:

TAB A

JOT LOSSES BY CLASS  
EOB DATE TO 31 Dec. 1962  
MALE AND FEMALE

62.6% of all JOT's who entered the Program from 1951 through 1961 were still with the Agency on 31 December 1962. This compares very favorably with the record of the elite Management Intern Program under which the Civil Service Commission recruits top college and graduate students for a number of agencies. 58% of the more than 2,000 interns who have come into that program since 1947 are still with the Agency that first employed them. (Another 20% are still in Government but serving with other agencies).

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TAB B

JOT LOSSES BY CLASS  
EOD DATE TO 31 Dec. 1962  
MALE

65.8% of the male JOT's who entered the Program through 1961 are still in the Agency. If military JOT's were excluded (see Tab D), this figure would shoot up to 74.7% a very favorable record by any standard.

TAB C

JOT LOSSES BY CLASS  
EOD DATE TO 31 Dec. 1962  
FEMALE

Attrition among female JOT's stands at more than 2/3! And the passing of time for each class doesn't necessarily slow down the rate of loss among females as it does among males. Of the 29 females who entered the program during its first 5 years from 1951 through 1955, only 5 remain - a loss of 83%! It would be rather difficult to characterize this part of the JOTP as career development.

TAB D

JOT LOSSES BY CLASS  
EOD DATE TO 30 June 1962  
PARTICIPANTS IN MILITARY PROGRAMS

170 men who became JOT's from 1951 through 1961 entered military service under JOTP sponsorship. 103 of them (60%) have left the Agency; and of the 67 still on our rolls, 16 have not yet completed their service and reverted to civilian status. Losses among military JOT's were especially high for the 1951 through 1955 classes -- 3/4 of them are gone. But the loss rate among more recent classes still continues far above the loss rate for other male JOT's.

Perhaps even more disturbing is the fact that many military JOT's who have resigned, especially those hired during the Korean War, did so without ever serving in the Agency for any appreciable period as civilians. This problem has greatly lessened in recent years but has not disappeared and its continuance could well mean that some military JOT's are still joining the Agency primarily to be sponsored for advantageous military programs.

TAB E

LENGTH OF SERVICE PRIOR TO RESIGNATION  
OF JUNIOR OFFICER TRAINEES OR GRADUATES HIRED  
1951 THROUGH 1961

This chart shows that attrition takes its heaviest toll before JOT's complete their training and go on to formal assignments. Of the 276 who have

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left the Agency, 173 did so before "graduating". The chart also shows that, for males at least, career intentions become rather firmly established after five or six years and attrition falls thereafter to very low annual rates.

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
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
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JOT Losses By Class  
EOD Date To 31 December 1962  
Female  
(Trainees and Graduates)

No. of  
JOTS  
100

Females

 = Losses

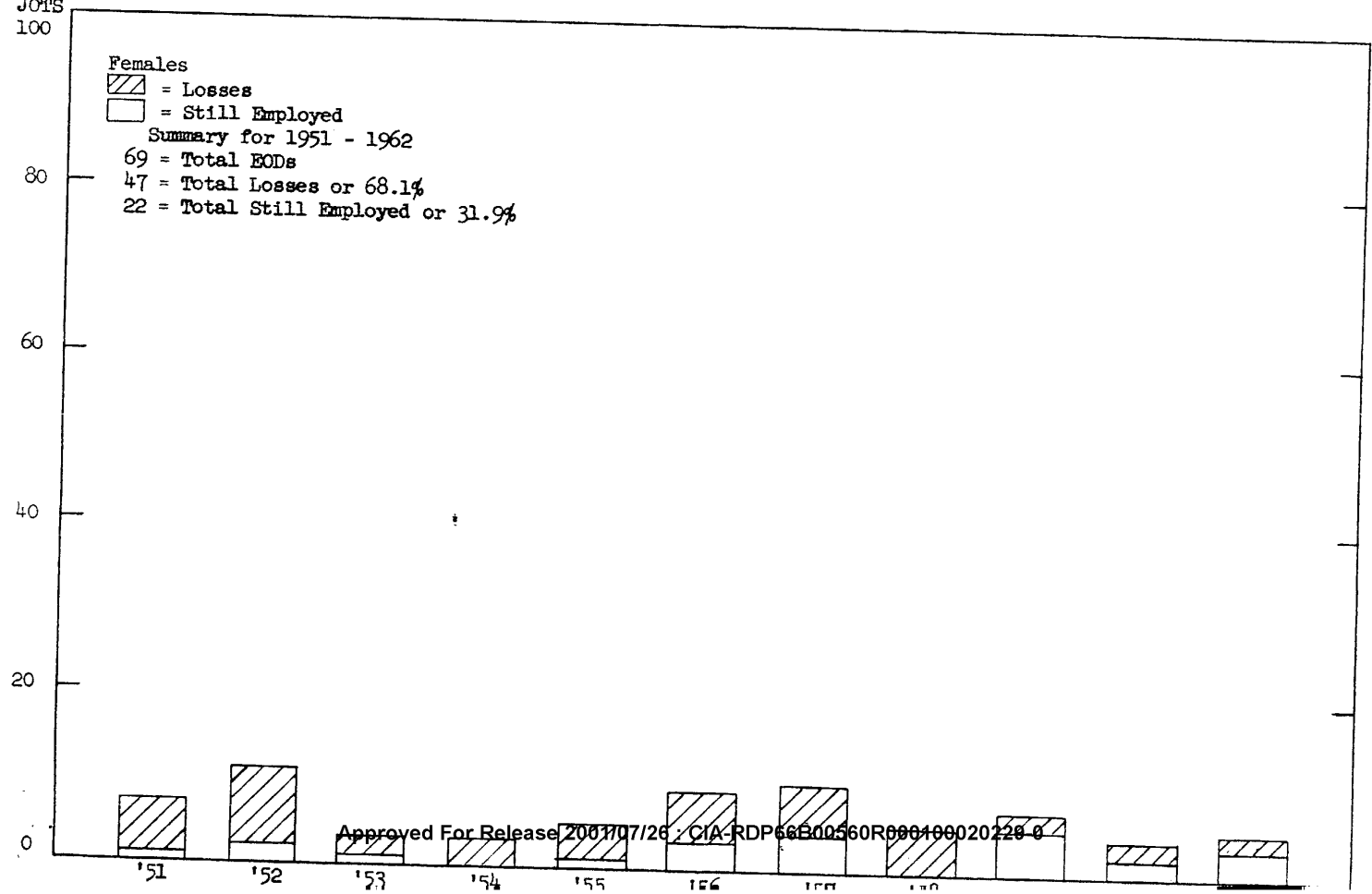
 = Still Employed

Summary for 1951 - 1962

69 = Total EODs

47 = Total Losses or 68.1%

22 = Total Still Employed or 31.9%



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